

LOS ANGELES POLICE DEPARTMENT
UPDATE RESPONSE TO COUNCILMEMBER KORETZ MOTION (CF 10-2475-S1)
March 13, 2020

BACKGROUND:

This Fact Sheet provides an updated response to Councilmember Monica Rodriguez for a Motion (Council File No.10-2475-S1) from Councilmember Koretz, to address the five questions listed below:

1. The number of current vacancies in LAPD
2. How long it is currently taking to recruit, hire, and train a civilian employee
3. The number of civilians hired into the LAPD over the previous two years
4. How many officers have been reassigned from civilian duties to patrol
5. Recommended policy changes to expedite the civilian hiring process
6. The status of civilian vacancies in the LAPD that support analysis of rape kits, DNA, Latent Prints and Firearms.

FINDINGS:

Item 1 - The number of current vacancies in LAPD

The Los Angeles Police Department has 440 civilian vacancies as of February 1, 2020.

Civilian Personnel on Payroll	3,020
Civilian Vacancies	440

***Effective 02/20/20, the number of civilian authorities is 3,485
(includes substitute authorities)*

It should be noted that the Department is funded to hire 3,042 civilian personnel. The Department's civilian workforce is the backbone of the organization that supports our sworn personnel in the Geographic Areas and Specialized Divisions. Continuing to hire to attrition and beyond, as the budget permits, is critical to our continued success in redeploying sworn personnel and identifying operational efficiencies. Item #3 below highlights the net gain of critical civilian hiring over the past few fiscal years.

Item 2 - How long it is currently taking to recruit, hire, and train a civilian employee

Recruitment – The Department utilizes various methods to recruit eligible candidates to fill vacancies. This can include placement of Citywide ads and/or certification of eligible lists. Primarily, candidates on eligible lists are notified via the Personnel Department's NeoGov System. The process of requesting and receiving a candidate name from the eligible list takes on average 5 to 15 days from date of request.

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The Los Angeles Police Department and Personnel Department are in communication throughout the year and on needed basis to discuss current and projected hiring needs for all Department classifications. This allows the Personnel Department to plan accordingly and move forward with establishing eligible lists that are pending expiration. The establishment of an eligible list from the date of when the examination opens for filing can range from four to five months. Factors affecting this range include the complexity of the test of fitness used, number of candidates being tested, ability to secure raters (inside and or outside the City) for test parts; review and resolution of protests received during each phase; availability of testing locations; availability of proctors or Interview Specialists; unforeseen events/weather challenges, and staffing levels.

(Provided by Personnel Department)

Selection Process – In accordance with Civil Service Rules, candidates have approximately 10 days to report their availability to interview, and Divisions have up to 60 days to conduct interviews and make selections. To streamline and expedite the selection process, Civilian Employment Section, Personnel Division, encourage Divisions to make selections within the first 30 days, although Civil Service Rules allow hiring Departments up to 60 days to make Conditional Job Offers.

LAPD Civilian Background Process – Police Department background investigators interview and review each candidate's background history to ensure whether he/she meets the Department's background standards. On average, a potential employee background takes between 5-20 days to complete. However, a background for one of the Public Safety classification (i.e., Detention Officer, Police Service Rep, Security Officer, Property Officer) takes on average between 30-65 days to complete.

Medical and Onboarding – Once the candidate is determined to have passed the background process, he/she is scheduled for a medical examination with Medical Services Division, Personnel Department. Once Medical Services Division determines the candidate to be able to perform the essential functions of the job class with or without accommodation, the candidate will be given a start date that allows him/her to provide at least a two-week notice to the current employer.

Training Period – Based on the classification, a candidate may have a 6-month or 12-month probationary period. Some positions may include a training period of up to one year, prior to the start of probation. Due to employee absences, the training and probation period can be extended.

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The table below represents the current average timeframe for each type of background investigation process and onboarding process, *if an eligible list of candidates is available.*

Hiring Type	City	Department				Total Time Frame Excluding City Recruitment
	Recruitment	Selection Process	Background Process	Medical and Onboarding	Training Period	
Transfer from another City Department)	Citywide advertisement placed continuously (based on interest/response).	30 - 40 days	5 to 20 days	10-day employer notice	0 - 6 months	45 – 70 days
Promotional via Certification (Specialized and Administrative classes)	5 – 15 days. If an eligible list is not available, the hiring process may extend by four to six months. During this time the Police Department and Personnel Department will commence conversations for the next job bulletin and examinations.	30 - 40 days	5 to 20 days	10-day employer notice	0 - 6 months	45 – 70 days
Safety Positions		10 days	30 to 65 days	15 days to 20 days (if psychological and physical abilities test is involved.); 10-day employer notice	6 - 18 months	65 – 105 days (if psychological exam is required)

Item 3 - The number of civilians hired into the Department over the previous two years

The following is a summary of civilian hiring within Fiscal Years (FY) 2017/18 and FY 2018/19.

FISCAL YEAR	NEW HIRES	ATTRITION	NET GAIN	AS-NEEDED*
2017/18	369	285	84	50
2018/19	277	287	-10	41
TOTAL	646	572	74	

FISCAL YEAR	PROJECTED HIRING	PROJECTED ATTRITION	NET GAIN	AS-NEEDED*
2019/20	325	247	78	34

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**As-Needed employees include Hire LA Youth Program, Associate Community Officer Program, Part-time Security Officers and 120-day rehires.*

In fiscal year 2017/18, the Department experienced a net growth of 84 by outpacing attrition and with financial flexibility, which provided a means to hire continuously while staying within budget. Without this flexibility in Fiscal Year 2018/19, the Department experienced a net loss of 10, even though attrition remained relatively constant. As described in the chart above, the Department will experience a net gain of 78, if hiring and attrition remain as projected. The Department's expected civilian deployment level for Fiscal Year End is 3,042, which represents a 2.6% increase over last fiscal year.

Within prior fiscal years, the Department was able to hire to attrition and beyond with budgetary restraints. This capability allowed the Department to fill crucial vacancies within the public safety classifications, Firearm Analysis, DNA backlog support classifications, and other classifications deemed critical by the Mayor, City Council, and Chief of Police.

During the current fiscal year, the Department has continued to utilize available hiring options to onboard young adults (i.e. Hire LA Youth and the Associate Community Officer Program) and explored hiring college students pursuing technology degrees, as Professional Student Workers. The latter process is on-going. Notably, the Associate Community Officer Program has produced twelve youth who have transitioned to Police Officer Recruits since Fiscal Year 2017/18. Additionally, eleven youth have been hired via the Hire LA Youth program, of which six were hired this fiscal year.

Classification	FILLED (as of 02/01/20)	CURRENT VAC (as of 02/01/20)	19-20 Average VAC (per month) FY to 02/01/20	19-20 Authorized DPO Positions	19/20 Hire (remaining to be hired)	19-20 Attrition (projected after 02/01/20)	Projected FYE FILLED	Projected FYE VAC**
PSR	427	51	3.5	478	19	14	432	46
Detention Officer (DO)	287	25	2.4	312	45	10*	301	11
Security Officer	93	34	1.25	127	6	5	94	33
Property Officer	70	10	.38	80	0	2	72	8
	877	120			70	31*		

The chart above depicts current hiring efforts for all safety classifications and depicts the impact of hiring for fiscal year 2019-20. These numbers assume hiring capability within current budgetary restraints.

**Attrition for DO does not include promotion of 21 DO to SRDO, but this is included in last number. DO Hire # will be adjusted to ensure that the ending number does not exceed the number of positions authorized (312)*

***Assumes DPO remains the same; all projected hiring is actualized; and no budgetary restraints are assumed.*

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Item 4 - How many officers have been reassigned from civilian duties to patrol

During the prior three fiscal years, the Department aggressively engaged in a process to redeploy 69 Police Officers (PO) from the Custody Services Division (CSD) to patrol assignments. This goal was realized with the hiring of 128 Detention Officers. An additional 24 sworn officers were also reassigned from administrative functions to police functions in conjunction with the MTA contract. The Department has also redeployed nearly 350 sworn personnel from specialized and administrative divisions to assignments within the Office of Operations with managed attrition.

Currently, 41 Police Officers are assigned to CSD. Prior to February 2020, the average number was 20. The increase can be attributed to the opening of the new Harbor Jail as Police Officers have been assigned to backfill current Detention Officer vacancies and provide support during the training phase of new Detention Officers. With the hiring of a class of 15 DOs in March 2020, it was expected that more redeployment would be realized. However, due to internal promotions of 21 DOs, the number of PO assigned to CSD will not be decreased.

Lastly, it should be noted that the Department has developed a strategic Multi-Year Civilianization plan to replace approximately 200 positions currently filled by sworn employees with more appropriate civilian positions. The multi-year civilianization plan would allow for the redeployment of sworn employees on a one-for-one basis. As an organization we are continually looking at areas where operational efficiencies can be achieved. This has been a struggle due to the deletion of more than 600 civilian positions over the past 10 years.

RECOMMENDATIONS:

Item 5 - Recommended policy changes to expedite the civilian hiring process

Although the Department's Personnel Division has audited processes to improve efficiencies, the current civil service rules have bogged down the hiring process. A formal request has been submitted to Personnel Department, Classification Division to explore the option of revising the Civil Service Rules for classifications that are Department-specific. For example, Property Officers are only hired within the Los Angeles Police Department. The test for this classification is currently given on an Open and Promotional basis. This allows both current City employees and non-City candidates to apply, which is desirable. However, once the list is established, City employees are ranked higher than the other candidates. This becomes problematic when City employees fare worse during the selection process than the non-City candidates. Within the guidelines of current city policy, the non-City candidates who perform better during the Department interview process may not be appointable.

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If the promotional candidates continue to respond for interviews, this decreases the possibility of hiring the most qualified candidates and subsequently, renders the list un-usable and does not allow for an expedient means of filling vacancies.

The two key requests represent additional personnel needs that would support expedited hiring of civilians listed by priority. Sworn personnel have been temporarily loaned to assist with background investigation efforts.

Priority	Proposals		Justification
1	Personnel	Two Senior Administrative Clerks	The additional Senior Administrative Clerks will assist with contacting candidates for additional information and forms required by BIs, which allow BIs to focus on their investigations and recommendations.
2	Funding	To utilize part-time Background Investigators	The Police Department conducts backgrounds for multiple safety deemed classifications. This limits the ability to compete for the most qualified candidates with other City departments who do not conduct the extensive background investigation or who have only one safety classification to hire. Funding for part-time background investigators would provide the flexibility to utilize as-needed staff for priority hiring and maintain current hiring goals.

PROPOSAL: Technology Justification:

Funding in the amount of \$612,497.50 is requested for the Customer Relationship Management (CRM) Platform. The amount of \$486,125.00 is a one-time investment request and will be used to fund CRM applications. The remaining amount of \$126, 372.50 will be used to fund annual maintenance, support and license fee payments.

Customer Relationship Management Platform: The Department's objectives are to enable staff to utilize an automated system to efficiently manage Department functions and business units that currently use manual or old technologies.

The CRM platform will enhance, digitize, and support several critical business processes including, but not limited to:

- a) **DMS-** Replace the legacy Microsoft Access DMS database that is used by DMS coordinators in each division to manually report on loans, work assignments, IOD, with reporting for each division. This would also allow for the development of **emergency response** reporting allowing command to have situational awareness of all deployable resources while maintaining minimum requirements for each division.

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- b) **Medical Liaison Section-** Replace multiple excel spreadsheets that are used to manage the Injured on-duty and Return to Work (IOD) and (RTW) processes with a Dynamics 365 entity and workflow allowing for LAPD to track employees that have been injured and assist with the management of recovery, certification, and redeployment (includes integration with Legacy IVOS system).
- c) **Education Management-** Create a college transcript module that will allow for LAPD employees to submit college transcripts for verification and application of college credits to the employee's personnel record. Use the available online resources for automated college credit verification with the ability to manually verify college transcripts that are not available online. Create reporting for use with college credit pay bonuses for LAPD to manage the application of college credit bonuses to employees.
- d) **Drug Testing-** Create a Drug Testing Management module for the LAPD 365 system that will allow MLS to administer drug testing across all LAPD employees randomly and fairly, eliminating the need for manual selection of drug testing participants. Drug test results will reside in the Lab Management System, but the scheduling and random selection process of each division will be managed by LAPD 365.
- e) **Tuition Reimbursement-** Create a tuition tracking and reimbursement module for LAPD 365 that allows LAPD employees to submit requests for tuition reimbursement for approval by training division with reporting to FOD for payment.
- f) **Travel Authorities-** Create a travel authorities and travel orders module for LAPD 365 that allows LAPD employees to submit requests for travel and expenses for approval by training division with reporting to FOD for payment.
- g) **College Credit Management-** Create a college credit tracking module for LAPD 365 that allows LAPD employees to create a workflow to obtain college credit for courses and training through the College of the Canyons and POST submission of documents that will grant the LAPD employees college credits.
- h) **Budget Formation Process and Overtime Documentation Automation-** Create online forms and processes to allow centralized and automated budget requests collection and reporting. This process will minimize the time it takes to develop the Department's complex budget and provide analytical capabilities to ensure the requests are in line with the Departments strategic goals. In addition, the current manual process of collecting overtime sheets will be replaced by online forms to expedite the process and increase accuracy.
- i) **All Divisions- Power BI Ad-hoc Reporting-** The Power BI is an Artificial Intelligence (AI) reporting capability that performs complex calculations and provides reports, dashboards, and online visibility to Key Productivity Indicators (KPI).

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Item 6 - The status of civilian vacancies in the LAPD that support analysis of rape kits, DNA, Latent Prints and Firearms.

The two divisions that handle functions related to rape kits, DNA, latent print, and firearm analysis are Forensic Science Division (FSD) and Technical Investigation Division (TID). A breakdown of classifications that perform the above-mentioned functions are listed below and reflect current number of vacant positions.

CLASSIFICATION	DIV	AUTHORIZED	VACANCIES REMAINING (03/05/20)	FY 2019-20 SELECTION PROCESS*
Criminalist I, II, III (Dept authorized at II and III level)	FSD	138	11 (CRIM2)	Approved to fill 10 but filled only 5
Laboratory Technician I, II	FSD	17	6 (Labtech1)	Approved to fill 10; filled 6
Supervising Criminalist	FSD	17	0	N/A
Forensic Print Specialist II, III, IV (Dept authorized at II, III, IV level)	TID	88	18 (FPSIII)	Filled 12; current process will fill 5
Senior Forensic Print Specialist	TID	9	0	N/A
Principal Forensic Print Specialist	TID	1	0	N/A
Firearm Examiner	FSD	3	1	Filled two in February 2020

**upgrades not reflected*

The Department does not have a backlog of cases. However, as of February 1, 2020, TID had 44 priority cases; 438 cold cases; and 4,848 non-prioritized cases (property crimes) awaiting analysis. The Department views the non-prioritized cases as a "working log" with no expected analysis turnaround time.

In the above chart, FSD filled five of ten Criminalist vacancies and deferred filling more vacancies to allow Evidence and Property Management Division to fill five additional Property Officer vacancies. Due to the hiring deficit for this fiscal year, the Department will defer hiring more Property Officers until next fiscal year, with approved funding.

Both FSD and TID have been impacted by increased demand for services related to cell phone analysis, narcotics handling; and supporting the firearms unit. The classifications associated with these functions are Police Surveillance Specialist, Senior Property Officer, and Property Officer, respectively. The latter two are assigned to the Department's Evidence and Property Management Division (EPMD), who works closely with Forensic Science Division.

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In March 2020, a request was forwarded to the City Administrative Office for approval of two Senior Property Officer substitute authorities to assist with Forensic Science Division. In 2019, Forensic Science Division's Narcotics Analysis Unit (NAU) was transferred from the Van Nuys Area Station satellite facility to the Hertzberg-Davis Forensic Science Center (HDFSC) for consolidation purposes. To improve overall operations, the NAU will be relocated to Piper Tech Center. Due to this relocation, EPMD's Evidence Control Section will need to provide two watches to ensure accurate and timely booking and transfer of narcotics evidence requiring NAU analysis. The additional SPOs will provide the necessary oversight for Evidence Control Section and will serve as the liaison between FSD and EPMD staff.

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